



# Developmental Counseling



**Subordinate-centered  
communication  
that produces a plan outlining  
actions  
that subordinates must take to  
achieve  
individual and organizational  
goals.**



# Personal Courage



**(Face fear, danger, or adversity)**

**Leaders counsel because it is their duty and the primary tool in developing future leaders. For their counseling to be effective, they must be honest and have the personal courage to give straightforward feedback.**



# Moral Courage



**( CANDOR )**

**Moral courage often expresses itself as candor. Candor means being frank, honest, and sincere with others while keeping your words free from bias, prejudice, or malice.**



## Clearly define the purpose of counseling.

**Fit the counseling style to the character of each subordinate and to the relationship desired.**

**View subordinates as unique, complex individuals, each with a distinct set of values, beliefs, and attitudes.**



# **Characteristics of Effective Counseling (cont)**



## **COMMUNICATION:**

**Establish open, two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.**

## **SUPPORT:**

**Encourage subordinates through actions while guiding them through their problems.**



# The Leader as a Counselor



- **Respect for Subordinates**
- **Self Awareness and Cultural Awareness**
- **Empathy**
- **Credibility**



# Leader Counseling Skills



- **Active Listening**  
**Elements of Active**  
**Listening**

**Eye Contact**

**Body Posture**

**Head Nods**

**Facial Expressions**

**Verbal Expressions**



# **Leader Counseling Skills (cont)**



- **Active Listening**  
**Nonverbal Indicators**  
**Boredom**  
**Self-Confidence**  
**Defensiveness**  
**Frustration**  
**Interest, Friendliness, and**  
**Openness**  
**Openness or Anxiety**





# **Leader Counseling Skills (cont)**



- **Responding**
- **Questioning**
- **Counseling Errors**



# Categories of Developmental Counseling



- **Event-Oriented**
- **Performance and Professional Growth**



# Event-Oriented Counseling



- **Specific Instances of Superior or Substandard Performance**
- **Reception and Integration Counseling**
- **Crisis Counseling**
- **Referral Counseling**
- **Promotion Counseling**
- **Separation Counseling**



# **Performance and Professional Counseling**



- **Performance: (Quarterly)**  
**Review Past Performance**  
**Focus on Future Objectives and Goal**
- **Professional Growth: (Future Oriented)**  
**Short- and Long-Term Goals**  
**Career Map**



# Approaches to Counseling



- **Nondirective**  
Preferred for most counseling sessions
- **Directive**  
Works best to correct simple problems
- **Combined**  
Leader uses techniques from both directive and nondirective approaches



# **Counseling Techniques**

## **-Nondirective or Combined-**



- **Suggesting Alternatives**

**Discuss alternative actions -- you and subordinate decide appropriate course of action**

- **Recommending**

**One course of action -- subordinate makes decision**

- **Persuading**

**Best course of action -- subordinate makes decision**



# **Counseling Techniques -Directive-**



- **Corrective Training**

**Teach and assist the subordinate in  
attaining and  
maintaining standards**

- **Commanding**

**Order the subordinate to take a specific  
action in  
clear, exact words**



# The Counseling Process



- **Identify the need for counseling**
- **Prepare for counseling**
- **Conduct counseling**
- **Follow up**





# Conduct The Counseling Session



- **Opening the Session**
- **Discussing the Issues**
- **Developing the Plan of Action**
- **Recording and Closing the Session**

## Primary

**Plan of Action:** (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

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**Session Closing:** (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: \_\_\_\_\_ Date: \_\_\_\_\_

**Leader Responsibilities :** (Leader's responsibilities in implementing the plan of action):

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Signature of Counselor: \_\_\_\_\_ Date: \_\_\_\_\_

#### **PART IV - ASSESSMENT OF THE PLAN OF ACTION**

**Assessment:** (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

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Counselor: \_\_\_\_\_ Individual Counseled: \_\_\_\_\_ Date of Assessment: \_\_\_\_\_

**Both the counselor and the individual counseled should retain a record of the counseling.**